

## **Exercise 2.1: Who Are We? (Understanding your current business model)**

Assign costs to each of the three separate processes required to produce a newspaper (creating, aggregating and distributing content). What percent of current costs are consumed by distribution?

Track the revenue trends for advertising over the past five years, zeroing in on volume and rate changes. Separate your advertisers by category and by size of account. Prioritize specific categories and large accounts, and identify why their business has decreased.